

## emergency planning guidance notes

- training, exercises and rehearsal of emergency plans
- communications during emergencies

Prepared on behalf of the CONCAWE Major Hazards Management Group by the Special Task Force on Emergency Planning (MH/STF-1)

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ABSTRACT

These are two more guidance notes in the CONCAWE Emergency Response Planning series.

The first note is on training, exercises and rehearsal of emergency plans.

For an installation's emergency plans to work effectively, the people involved need to be prepared through training, exercises and rehearsal. Also, feedback of information from these activities can be used to develop and improve the plans.

This guidance note offers advice on the development of training, exercises and rehearsal for emergency response, and sets out how various aspects can be coordinated through an overall programme. Appendices suggest topics for emergency planning workshops, and subjects for On-site emergency exercises and emergency response rehearsal (major exercises).

The second note is on communications during emergencies.

Effective internal and external communications help ensure efficient marshalling of appropriate resources to the scene of the emergency and assist the management and control of the emergency.

Radio and telephone communications will be high priorities in designing a communications network for an emergency plan. Communication equipment chosen must be suitable for emergency conditions.

The note also gives advice on effective ways in which information can be provided to the news media.

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CONCAWE MAJOR HAZARDS MANAGEMENT GROUP EMERGENCY PLANNING  
GUIDANCE NOTE

TRAINING, EXERCISES AND REHEARSAL OF EMERGENCY PLANS

1. INTRODUCTION

Under Articles 5, 7 and 8 of the EEC Seveso Directive all installations handling specified hazardous substances above certain stated inventory levels are required to have in place On-site emergency plans and to provide information to local authorities for the preparation of Off-site emergency plans.

Previous Guidance Notes from CONCAWE have dealt with the preparation of Emergency Plans. This Guidance Note offers advice on the training and rehearsal arrangements necessary to ensure that plans will be fully effective.

The main scope of this Guidance Note concerns On-site emergency plans. However, the principles are equally applicable to the arrangements required for Off-site emergency plans.

The preparation of an emergency plan should be undertaken with a clear understanding of the objectives of the plan. These are:

- to control the events and prevent escalation to neighbouring sites
- to minimize injury to site personnel and people in the surrounding community
- to minimize damage to property and the natural environment

In order to ensure that the plan will work effectively, it will be necessary to prepare all the people who are involved in the various aspects of the plan through training, exercises and rehearsal. These requirements should be included in the general safety policy for the site, to emphasise their importance to the site's overall operations and to demonstrate commitment by senior management.

In some countries, the frequency of training and fire-fighting drills for emergency services personnel is controlled by legislation. Annual emergency exercises involving site personnel, the local authority emergency services and local communities may also be officially regulated. In all cases, however, regular reviews and rehearsals of emergency plans are necessary to maintain a state of readiness of the emergency teams and to enable them to respond adequately to any situation.

The various parts of an emergency plan can be tested independently, in advance of a full-scale rehearsal. Examples are:

- selected emergency scenarios
- communications systems
- speed of mobilisation of emergency teams
- search, rescue and casualty treatment procedures

Any faults in these areas and other difficulties such as access problems, inadequate fire-water supplies, and poor definition of the roles of the participants would be exposed by rehearsals of the plan. Corrective actions can then be taken.

Wherever possible, observers can be placed at strategic points around the site when an exercise is taking place. Feedback of information can then be used to refine and improve the plan. A debriefing session should be held to allow discussion between the participants, emergency services and observers so that the deficiencies can be noted and rectified. Showing of video recordings made during an exercise can be particularly helpful.

Information gained from knowledge of previous real emergencies can also be used to help make the plan as effective as possible. There is a great advantage to be obtained in allowing the emergency teams and the external services, including Mutual Aid teams, to work together and get to know each other. Similarly, familiarisation visits by the external services to the site will help them to know the works layout and the nature of potential hazards.

2. DEVELOPMENT OF TRAINING, EXERCISES AND REHEARSALS

In any organization, regular movement of staff from one site to another will take place. Experienced and trained personnel may be taken out of the emergency response team and replaced by those who are not familiar with the local emergency plans. There is therefore a continual need for training and rehearsal to ensure that an adequate state of emergency preparedness is maintained by all team members. Such training must meet the needs of the individuals involved and the external emergency services and be relevant to the Company's own emergency plan.

Training can be reinforced by display of notices showing key emergency actions, supplemented by pocket-sized summary cards which can be carried by all employees.

The various aspects of training can be coordinated by means of a programme as set out below.

2.1 TRAINING PROGRAMME

The programme should comprise:

- i) basic training in all the elements of the emergency plan
- ii) skills training for individual members of the emergency teams
- iii) selective exercises which realistically simulate credible events
- iv) full-scale rehearsals of the complete emergency plan

The objectives of such a training programme are as follows:

- 1) To develop the confidence and experience of the various teams and individual team members.
- 2) To familiarise site personnel with their specific roles in the execution of emergency plan and also with the relevant emergency equipment, fire-fighting and rescue apparatus, breathing apparatus, etc.
- 3) To test the ready availability of emergency equipment, e.g. breathing apparatus and the accuracy of plan details such as telephone numbers, communications methods, etc.
- 4) To familiarise professional emergency personnel (fire-fighters and medical services) from the On- and Off-site emergency support services with the specific

hazards of the site, e.g. hydrogen sulphide intoxication, bitumen burns, hydrogen fluoride burns, and the tactics of the plan.

- 5) To test and review the overall emergency plan including all communications and logistics, to ensure that it is as up to date as possible.

Implementation of the training programme can be achieved through various group activities such as those described below.

## 2.2 WORKSHOP AND CLASSROOM DISCUSSION

Three separate types of workshop are proposed, which are designed for the various seniority levels of staff on the site, according to their role in the emergency plan:

- i) emergency operations workshop for Emergency Managers who will be in overall command
- ii) emergency response workshop for Incident Controllers and those line managers involved in the plans
- iii) emergency actions workshops for supervisors and the workforce

### 2.2.1 Emergency operations workshop (Emergency Managers)

The emergency operations workshop for Emergency Managers should cover all the aspects of both On-site and Off-site plans and provide managers with all the information needed for complete command of response to an incident.

A suggested content of such a workshop is set out in Appendix 1, including a simulation exercise.

The workshop should include group discussions and specific training to prepare the management for all aspects of an emergency situation (e.g. questions concerning the plant layout, the type of accident and its probable development, and any other queries which may be raised from external sources including the Competent Authority and the media).

### 2.2.2 Emergency response workshop (Incident Controllers)

Similarly, the emergency response workshop for Emergency Controllers and line managers involved with the various actions during an accident deals with the same matters as above, but

emphasises those elements relevant to their role in the handling of the emergency:

- fire-fighting tactics and use of equipment
- gas dispersion
- prevention and handling of possible pollution by oil and fire-fighting materials
- search, rescue and first aid
- emergency actions of the plant

This group of people should also be trained in handling a systematic approach to handling emergencies and also be trained to handle possible escalation of the incident. This objective can be performed during a classroom exercise.

The exercises will normally involve the use of layout plans or models of the installation and be constructed around typical accident scenarios for which procedures have been developed. During the workshop, potential communication failures should be addressed.

### 2.2.3 Emergency actions workshops (Site Supervisors and workforce)

These workshops should emphasise relevant site activities in terms of first response actions for a given emergency scenario. Such workshops should be followed by basic fire drills and isolation exercises in the field.

## 2.3 EMERGENCY SKILLS TRAINING (CLASSROOM + FIELD)

Everyone with an active role in the control of a major accident should be aware of the overall emergency procedures. Furthermore each individual should know what to do in his defined role or in other deputising roles he may be called on to play during the emergency. The use of appropriate checklists can be of great assistance when under pressure in an abnormal situation. Practice is also necessary in the correct use of communications equipment, including radio, telephone etc.

This training package should cover the elements linked with the fire-fighting procedures and equipment, casualty treatment, e.g. resuscitation, first aid, etc., and the use of breathing apparatus and protective clothing. Fire-fighting team leaders and site supervisors should receive specialised fire tactics training and be made familiar with all protective systems and fire-fighting techniques.

2.4 SELECTIVE TEAM CALL-OUT EXERCISES (FIELD)

The purpose of these exercises is to test parts of the plan such as communications, response time of the various teams and individuals involved in the plan, and logistics. The exercise should be carried out by those involved in the emergency plan both On- and Off-site. The reasons for any failures of off-duty personnel to respond to a call-out should be followed up. This type of exercise can be announced or unannounced as appropriate.

2.5 TEAM DRILLS AND REHEARSALS (FIELD)

This training will help to improve the functioning of the various teams. Some examples of specific team activities that can be practised are training in fire-fighting, rescue and casualty recovery, logistics, emergency shutdowns and communications. In Appendix 2 a list of possible subjects for On-site emergency exercises will be found.

2.6 FULL-SCALE REHEARSALS (FIELD)

Even when teams and individuals have received thorough training in the classroom and workshops, it is necessary actually to deploy manpower and equipment to test their availability and practical capabilities in handling an emergency situation. It is therefore important that major exercises should be undertaken on a scheduled basis. Such exercises should be well planned with a carefully written scenario and be guided towards certain objectives. Consideration should be given to including Off-site activities in these exercises.

These major exercises should cover realistic simulations of credible events. In Appendix 3 a list of possible subjects for major emergency response exercises is proposed.

The exercise should be properly supervised and followed by a debriefing session as soon as practicable after the exercise, to obtain maximum benefit from the problems encountered and any mistakes. The responsibility for making any necessary amendments to the emergency plan must be made clear.

Full liaison and response rehearsal should also take place at an early stage when there have been any changes to equipment, site layout or management organization.

3. CONCLUSIONS

No emergency plan can be complete without training programmes for the people involved and provision for periodic rehearsal to test internal and external arrangements.

Both On-site and Off-site emergency plans need to be tested when first devised and thereafter to be rehearsed at suitable intervals in order to:

- familiarise On-site personnel with their roles, their equipment and the detail of the plans
- allow the professional emergency services to test their parts of the plan, the coordination of all the different organizations and to familiarise them with special hazards
- prove the current accuracy of the details of the plan
- give experience to and build confidence in the team members.

After each rehearsal or practice, plans should be revised, if necessary, to take account of any shortcomings highlighted by the exercise. In addition the effectiveness of the plan should be reviewed whenever it is used to deal with a real incident, or in case of significant modifications of the plant, or changes in the management organization.

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## TYPICAL WORKSHOPS AND DISCUSSIONS

### TOPIC HEADINGS FOR EMERGENCY PLANNING WORKSHOPS

Topics to be selected according to the roles of the participants.

#### EMERGENCY ORGANIZATION

- The Seveso Directive
- General organization of the public forces
- Mutual Aid
- First aid, rescue and casualty organization

#### THE ON-SITE AND OFF-SITE PLANS

- The objectives of the plans
- Choice of accident scenarios
- How to prepare the plans
- How to handle the plans
- Training, exercises and rehearsals

#### HOW TO PREPARE FOR EMERGENCY SITUATIONS

- Legal aspects
- How to prepare for legal, insurance and safety committee inquiries
- Communications during an emergency, including with the media
- Information to the public

#### FUNDAMENTALS OF PLANT SAFETY EMERGENCY ACTIONS

- First aid and rescue
- Fighting oil and gas fires
- How to handle gas emergencies
- Preventing escalation
- Environment preservation - dealing with possible pollution
- Logistics

#### SIMULATION EXERCISE

- The scenario
- Casting and role distribution
- Development of the emergency situation
- Presentation of the site
- Discussion about the site
- Proposals and comments

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TEAM DRILLS AND REHEARSALS - PROPOSED SUBJECTS FOR ON-SITE  
EMERGENCY EXERCISES

- Pipestill fractionator fire at overflash line
- Process unit fire at high level
- Sunken roof of external floating roof tank in sour naphtha service (no fire)
- Sunken roof in internal floating roof tank (no fire)
- TML/TEL spills (no fire)
- Fire in sulphur plant
- Major leak from LPG and hydrogen fluoride process plants in alkylation unit
- Froth-over from hot asphalt tank into bunded area (no fire)
- LPG truck driven away from loading rack while still connected (no fire)
- Train moved away while rail car still being filled with gasoline (no fire)
- Rescue of personnel from roof of sour crude oil tank (no fire)
- Tank overflow into bunded area (no fire)
- Leakage from bottom of naphtha tank into bunded area (no fire)
- Fire at tower of a vacuum distillation unit
- Pipe trench fire
- Fire at process furnace convection section
- Gas release in LPG storage tank farm area
- Overflow of naphtha from barge into dock (no fire)
- Fire inside a process compressor house
- Fire inside a closed process building, e.g. lube/grease packaging, paraffins manufacture.

EXAMPLES OF SUBJECTS FOR EMERGENCY RESPONSE REHEARSAL (MAJOR EXERCISES)

- Fire in alkylation plant using sulphuric or hydrofluoric acid
- Overfilling of crude/gasoline floating roof tank with release of a considerable quantity of hydrocarbons
- Major leak from a process line in hydrogen sulphide absorption/regeneration plant or in Claus sulphur recovery unit
- Release and fire in LPG storage tankfarm area creating potential for BLEVE:
  - 1) fire-fighting
  - 2) evacuation
- Major fire at blowdown facilities (e.g. seal vessels, knock out drum, ground around flare)
- Fire at TEL/TML facilities

CONCAWE MAJOR HAZARDS MANAGEMENT GROUP EMERGENCY PLANNING GUIDANCE  
NOTE

COMMUNICATIONS DURING EMERGENCIES

1. INTRODUCTION

Internal as well as external communications, must be carefully considered in the setting up of any emergency plan. The various means of communication used should ensure efficient marshalling of appropriate resources to the scene of the emergency, and subsequently assist in the coordination of actions to control and overcome the emergency.

The emergency control centre should be capable of directing, coordinating and controlling all emergency activities. For these purposes it should have suitable communications systems linking it with all necessary functions, both inside and outside the installation fence. A communications centre should therefore be established within the emergency control centre.

Whenever a serious incident occurs the public will need to be kept informed. In such cases it is expected that the press, various organizations and individuals will contact the installation by telephone or in person soon after the onset of the emergency.

In addition to discussing the various aspects of communication between parties involved in dealing with the emergency, this paper therefore also offers advice in preparing procedures for communicating with the news media in installation emergency circumstances.

2. PRINCIPLES

The installation's On-site emergency control centre is the place from which the emergency operations will be coordinated. Since communications are an essential ingredient in the efficient handling of emergencies, the communications centre should form an integral part of the emergency control centre.

It is recommended that the design of the communications network be based on the following principles:

- once the emergency control centre is manned, all communications to and from parties outside the installation's fence should be routed through the emergency control centre;
- selected site task forces, such as the operations crew, the fire fighting force or security/traffic controllers, should have their own dedicated communication channels allowing uninterrupted coordination of activities by the respective team leaders;
- overall coordination of the various activities should be carried out via an "emergency channel" which can only be accessed by the control centre, the task force team leaders and other selected officers;
- the channels for inward and outward communication with the installation should be kept separate from the internal On-site communication system. They should meet only at the human interface in the emergency control centre;
- common links should be established between the site's internal emergency communications network and the networks used by external emergency services and by Mutual Aid partners from the moment these external emergency services join the installation's own forces in combating the emergency.

3. COMMUNICATION NETWORK AND EQUIPMENT

The time factor is by definition critical in emergency combat operations. The first impulse in an emergency is to call for help from anyone and everyone; however selective call-out according to the type of emergency is strongly preferred and the communication network should permit this in a simple and reliable manner.

The sense of urgency that everyone experiences may lead to a chaotic situation if communications equipment does not function properly. It should therefore be of good quality, reliable and well maintained, and methods of use should be well understood by staff.

To prevent overloading of radio networks during emergency situations, it is advisable that when an emergency develops, one dedicated frequency should be allocated for emergency radio communication only. This frequency will mainly be reserved for communicating between the Emergency Manager and all the officers reporting to him. In addition, a number of these officers should have the use of his own dedicated frequency for communication with his team. According to the number of frequencies available, these secondary channels may be shared between two or more teams.

Companies should avoid equipping all radios on site with all the crystals required to transmit on all available site frequencies. This is a sure recipe for communication chaos and overloading of certain channels.

Communications between the emergency control centre, the fire station, operations control centres, the first aid stations, the security station and other fixed points should be via direct telephone links ("hot lines"), wherever possible.

The existing telephone system as well as the other communication systems, must be examined. Reliability and capability must be clearly and objectively assessed, and consideration given to installing several unlisted external telephone numbers. This is required so that the public telephone network will not be overloaded by calls from neighbouring facilities and residents during the emergency. Discussion with the telephone company about how they could be of assistance, e.g. installing temporary circuits which would be helpful in a prolonged emergency, would be extremely valuable. If the location being evaluated does not employ personnel qualified to repair telecommunications systems, consideration must be given to the method of repair of the communications system in the event of it being damaged by the emergency. The communications network can be so arranged that, in emergency conditions, links can be established with radio systems outside the site, thus providing a connection in the event of loss of telephone circuits.

To increase the reliability of the communications network it is prudent to provide a back-up for the normal power supply for these systems (in the form of batteries or an auxiliary power generator). Should there be a failure of the installed communications systems, or should they become unusable for other reasons (e.g. noise), use will have to be made of messengers. Allocation of such duties will need to be made in the emergency plan.

If VHF or UHF radio is already in use for day-to-day operations in the installation, then it is logical to consider how it might be used, modified, or adapted for emergency use. Before making any changes it is prudent to discuss the system with the authorities' emergency services and those parties who will provide Mutual Aid service, to see how the various networks may be used without interfering with each other. A simple but effective way of establishing a common link to the site network is to hand over a radio equipped with the relevant crystals to emergency service or Mutual Aid team leaders when they arrive on site. It is important to recognise that under some circumstances the assisting forces might not be able to use their own radio equipment and appropriate plans should be made.

### 3.1

#### RADIO EQUIPMENT

Portable radio equipment may have to be used in different hazardous areas and even in a potentially flammable atmosphere during a gas release emergency. In order to achieve an adequate level of safety under all circumstances, the equipment should, where practicable, be certified as intrinsically safe, ia. This type of protection is basically characterised by the requirement that even when two faults develop simultaneously in the apparatus, no hot surface (of sufficient temperature) or spark (of sufficient energy) can occur which is capable of causing ignition of the surrounding flammable atmosphere.

Additionally, the equipment specified for use during emergencies should always be of the "splash waterproof" type.

The subject of radio frequency ignition hazards has received considerable attention over the last decade following the realisation that dangerous sparks could be produced by radio frequency transmissions in areas of plants handling flammable materials, from which all other ignition sources are normally excluded or controlled. Electromagnetic waves produced by radio frequency transmitters will induce electric current in any metal structure on which they impinge. When parts of the structure normally in contact are caused to break or separate momentarily (e.g. during maintenance) a spark may occur if the induced voltage and current at the break are sufficiently large. The proposal for the introduction of a transmitter to a hydrocarbon installation and

its eventual siting, should therefore be screened by an expert in this field.

(Note: Electronic interference can occur if the dedicated frequency is near to that of other powerful transmitters in the area. This point should be discussed with the authority responsible for allocation of radio frequencies.)

### 3.2 EMERGENCY ALARM SYSTEMS

Site notification systems should be designed to effectively inform employees of an emergency. In some locations such as high noise areas, audible alarms alone may not be sufficient. Typical site systems also include the capability to inform community officials, emergency response agencies, neighbouring facilities, and the nearby community.

Equipment such as horns, sirens, loudspeaker systems, portable radios and intercoms can all be used for site notification. Alarms for the community will vary depending on the geography of the community and the desired results of the alarm system. In almost all cases, consideration should be given to the provision of auxiliary power supplies for the alarm system.

Telephones or special radios can be used to notify local emergency response agencies: fire, police, civil defence, medical. Nearby residents might be instructed about certain audible alarms, signalling major emergencies that could affect them, although this should normally be the responsibility of the community response agency.

### 3.3 PROCEDURE FOR EMERGENCY MESSAGES

In addition to the provision of reliable communications equipment it is essential that messages by radio, telex, pager and telephone are complete, clear and to the point. This is especially so in the "shock" period immediately following an accident when there could be confusion and consequently the greatest chance of losing control of the situation.

The originator of the emergency message is responsible for determining the priority to be given to the message. He must clearly state the priority and must not leave it to the operator transmitting or receiving the message.

Emergency messages should be transmitted using a standard form of words as far as practicable. Several standard formats can be prepared beforehand and practised during emergency exercises so that they are readily recognised and understood.

#### 3.4 CALL OUT OF KEY PERSONNEL

Directories of key personnel, including office and home telephone numbers, should be available at all times and kept constantly up to date.

The labour-intensive dialling of key personnel, and the need to give them at least a short description of the emergency at hand, can be avoided by the provision of an automatic telephone call-out dialling apparatus (delivering a taped message). Care should be taken that the system can permit the identification of staff who could not be reached automatically so that backup staff can be contacted subsequently.

Telephone call out can also be speeded up by the use of a cascade calling system. Under this system the recipient of an emergency call has standing instructions to call up to five other persons in the organization. These five then pass on the message to a further five persons each, thus transmitting the information rapidly in parallel.

#### 3.5 COMMUNICATION DISCIPLINE

All personnel should understand and appreciate the necessity for strict observance of established rules for communication in an emergency, and should receive regular instruction on the effective use of communication equipment and procedures. For example, portable radios should be maintained on the allocated frequency when on standby.

Depending on the type of radio communication concerned, provision may have to be made to interrupt or to overrule a conversation in progress to transmit general alarm or make specific high priority calls. As telephone switchboards tend to become overloaded during emergencies, dedicated direct (red) lines may have to be provided for emergency calls.

A log should be kept at the control centre of all messages transmitted during an emergency, possibly on a tape recorder. Such logs will provide valuable information during subsequent analysis of the incident.

PUBLIC RELATIONS - COMMUNICATION WITH COMMUNITY GROUPS, INDIVIDUALS  
AND PRESS, RADIO BROADCASTING AND TELEVISION REPRESENTATIVES

It is to be expected that various outside community groups and individuals will contact the installation by telephone or in person soon after the start of an emergency incident. These approaches are likely to come from TV/radio, newspaper reporters and photographers, relatives of on-shift employees, local residents, neighbouring industry and others, all of whom may have legitimate motives. If these callers are not handled effectively, they may introduce problems such as overloading the telephone system and inaccurate or even hostile news media reporting. It is therefore essential that the design of the communication network takes account of the need for secure and reliable means of communicating with such groups and individuals in the event of a disaster on the site.

It should be possible to physically segregate essential telephone calls necessary for the management of the emergency from other less urgent calls which simply seek information or assurance. Such incoming calls could be handled by one or more dedicated and knowledgeable public relations officers. Other staff on the premises should, if called by outside groups, direct these callers to the numbers reserved for this purpose.

Special attention should be given to contacts with the news media reporters. It is important to appreciate that the press, radio and TV have a legitimate interest in obtaining prompt and accurate information on behalf of the public, and they should be seen as the principal links between the company and the public. No company gains by locking its gates to journalists; barred entry, they may use rumours and speculation instead of facts in what they write.

More advice on dealing effectively with the news media is provided in the Appendix.

MANAGEMENT GUIDELINES FOR COMMUNICATION WITH PRESS, RADIO AND  
TELEVISION REPRESENTATIVES DURING AN EMERGENCY

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PREPARATION

Nominate and train two or more potential spokesmen. Make sure that at least one person can be available at any time. Allocate manpower and resources in advance. Ensure that responsibilities and procedures are set out for communicating with the media, community representatives, employees and the emergency services.

Set up a clearance and approval procedure for public statements. Remember the need to communicate with the corporate organization

Create a regularly updated list of editors, reporters, etc. including names, addresses and telephone numbers and maintain regular contacts with them.

Develop and maintain a set of helpful briefing papers on background matters which may be relevant to a potential incident. Keep a supply of appropriately headed paper and envelopes for official news releases.

Plan the location and procedures needed for a press conference, so that adequate arrangements can be made at short notice.

WHAT TO DO IN AN EMERGENCY

Define the scope of the emergency: local or regional. Establish exactly which parts of the organization are involved: plant, site research facility, corporate organization. Check whether the problem could occur elsewhere.

Establish an agreed company response. Develop a unified position. Make all statements consistent and clear. Use one spokesman and brief him adequately. Tailor the message to each audience.

Set up a central source of information. Ensure that a regular flow of information is provided. Tell all employees to refer requests for information to the central source.

WHO SHOULD BE TOLD

The most important people are those potentially affected by the incident, and those who can take effective action.

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First, ensure that those people who need to know are properly informed. This will include the local authority emergency services, who will activate the Off-site emergency plan and deal with the local community. This should immediately be followed by informing the company corporate organization. Once both these needs for information have been satisfied, you will be ready to respond to enquiries from the media.

In any crisis keep employees up-to-date with developments to avoid loss of morale.

Remember to inform neighbouring industries which might either be at risk or are awaiting your assurance that the situation is well under control.

#### HOW TO GIVE INFORMATION

Be ready to make a simple statement immediately, saying the company is aware of the situation, details are being investigated, and further information will be provided to the media and the public as soon as the details are known.

Provide as much detail as possible, openly and honestly, on the extent of damage and injuries, actions that the company is taking, and commercial implications of the incident.

Update and revise the information as it becomes available, and release it quickly to avoid rumours developing.

In the event of a major incident, hold regular briefing meetings to provide information, correct misconceptions and maintain positive relations with the media.

Give a final statement when the crisis is over. Describe how the incident was resolved and the measures the company has taken to avoid similar events in the future.